

# Washington Utilities and Transportation Commission Balanced Scorecard

For the second quarter 2004, ending June 30

August 3, 2004

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## Performance highlights for second quarter 2004:

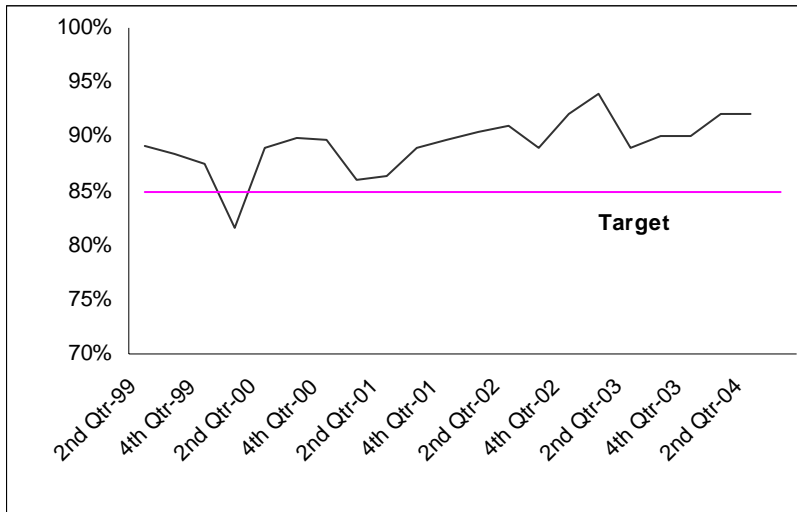
- Telephone service quality complaints continue to fall to all-time lows.
- PSE electric complaints spiked in the first quarter due to reliability issues in Bellevue.
- Competitive telecommunications companies continued to gain market share, serving over 11% of WA access lines in Dec. 2003
- We now have enough data to begin presenting quarterly, instead of annual, performance for several measures.

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## Consumer measures

Arrows (↑ or ↓) indicate direction of better performance.

### Percent of customers who had positive interactions with Consumer Affairs staff regarding their complaint.



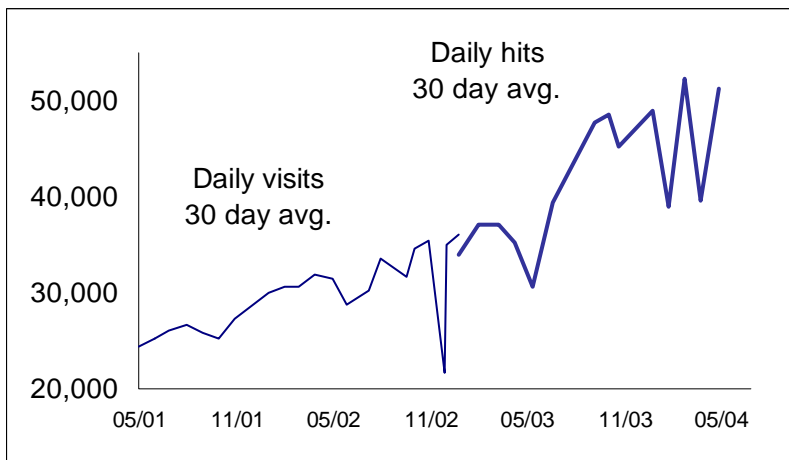
Section: Consumer Affairs

Objective: Responsive dispute resolution

Target: 85% Positive

Notes: To get feedback about our customer service performance, our Consumer Affairs section sends a seven-question survey to half of the people that have contacted us with complaints. The number of positive responses to the survey questions are averaged to produce this overall measure. For the second quarter of 2004, surveys averaged a **92% positive** response rate, the same as the first quarter.

### Average daily use of UTC web site over 30 day period



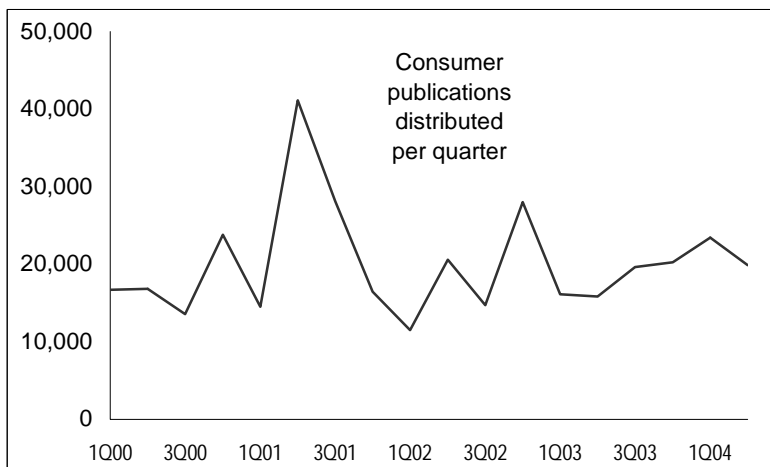
Section: Public Affairs

Objective: Timely access to information

Target: 35,000 visits or hits per month

Notes: The UTC web site averaged **over 50,000 hits a day** for the first time ever in March and May 2004. Based on feedback from a customer survey about the importance of our web site as a way to get information, we recently began measuring web site reliability as well. Our ability to track web site usage was challenged when we moved behind the DIS firewall in 2002, requiring a change in our measure from "visits" to "hits".

### Consumer publications distributed per quarter



Section: Public Affairs, Mail Room

Objective: Informed customers

Target: 15,000/quarter

Notes: In the second quarter of 2004, we distributed **19,875 consumer brochures and publications**. Most of these, 99% of the total, are sent to regulated companies in two industries (household goods movers and solid waste collection) who then distribute them to their customers. Apart from this "wholesale" distribution channel, our Mail Room staff also sent out about 175 brochures - covering 22 consumer protection topics - directly to customers.

## Regulatory measures

Arrows (↑ or ↓) indicate direction of better performance.

In Phase II of our Reliability Rules, companies are setting baseline standards for electric reliability, measured by duration (System Average Interruption Duration Index, SAIDI) and frequency (SAIFI) (WAC 480-100-393). Two companies - Puget Sound Energy (PSE) and PacifiCorp - have already set baselines, using the same measures they use for their Service Quality Index (SQI).

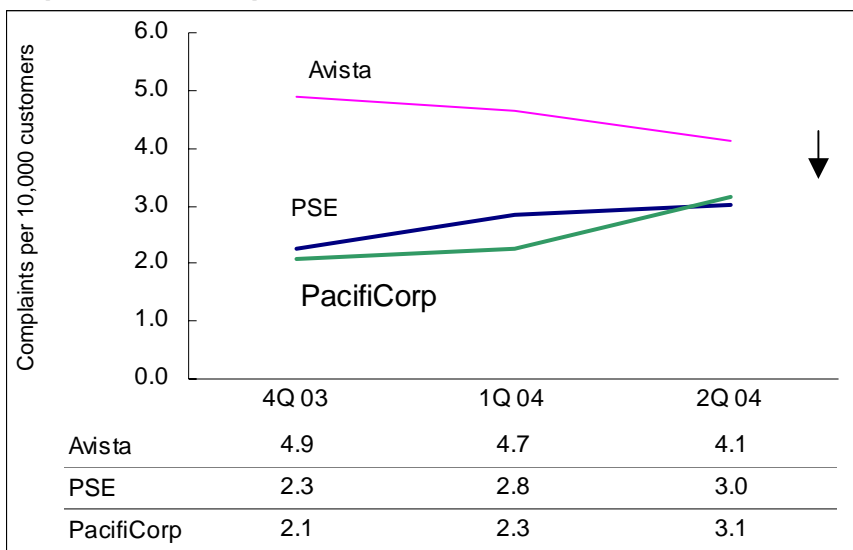
Objective: Reliable Service

Target: 100% of companies report reliability.

Notes: The Commission worked with regulated utilities in 2001 to adopt a reliability rule that relies on planning and reporting (rather than mandates) and which recognizes the unique circumstances of each company.

Under Phase I of our new electric reliability rules, companies were to establish and report reliability standards; 3 of 3 companies provided reliability plans and reports.

### Electric company complaints per 10,000 customers, average for previous four quarters

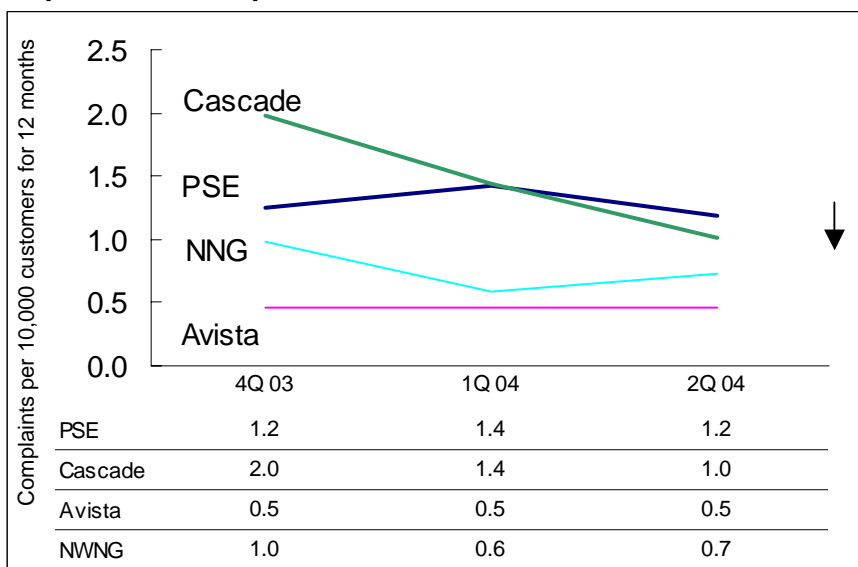


Objective: Reliable electric service

Target: Minimize complaints

Notes: Although this measure is only indirectly within our ability to control, UTC reliability initiatives can impact this. For instance, PSE's complaints doubled in 1Q 2004 – 118 instead of the usual 60 – due to 65 reliability complaints from Bellevue and Woodinville. UTC Consumer Affairs and Energy staff met with the company and customers to resolve issue. **This chart has been redesigned to show quarterly performance instead of annual.** Because quarterly data can be volatile, and to keep data comparable with earlier measures, this chart shows “rolling average” complaint data from the previous four consecutive quarters.

### Natural gas company complaints per 10,000 customers, average for previous four quarters

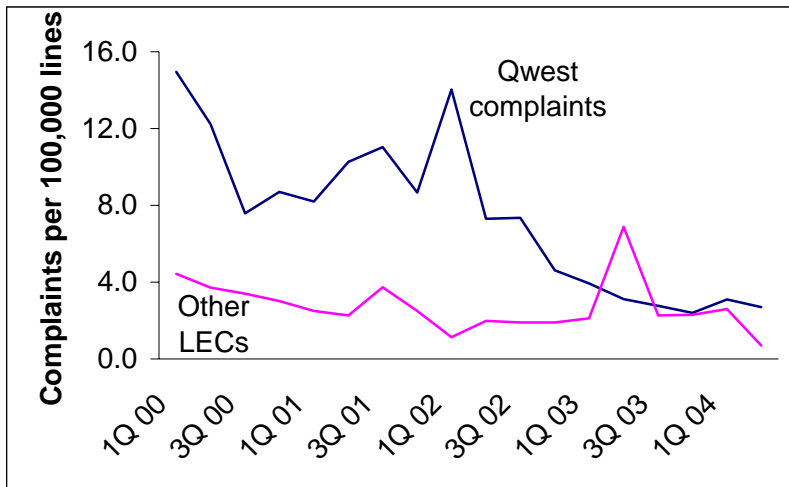


Objective: Reliable gas service

Target: Minimize complaints

Notes: This measure is only indirectly within our ability to control. **This chart has been redesigned to show quarterly, instead of annual, performance.** Because quarterly data can be volatile, this shows a “rolling average” from the previous four consecutive quarters

**Telephone service quality complaints per 100,000 access lines, Qwest and other local exchange companies (LECs)**



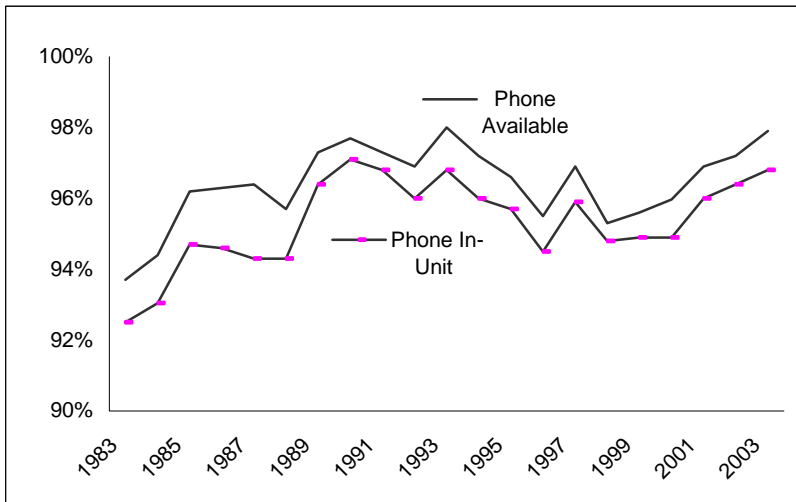
Section: Telecommunications

Objective: Service quality

Target: Qwest's 1994 complaint level

Notes: **Telephone service quality complaints dropped to an unprecedented low in second quarter 2004: just nine complaints in three months for all non-Qwest telephone companies.** While this measure relates only indirectly to UTC performance, the Commission has made service quality a focus for several years.

**Percentage of WA households with telephone service.**



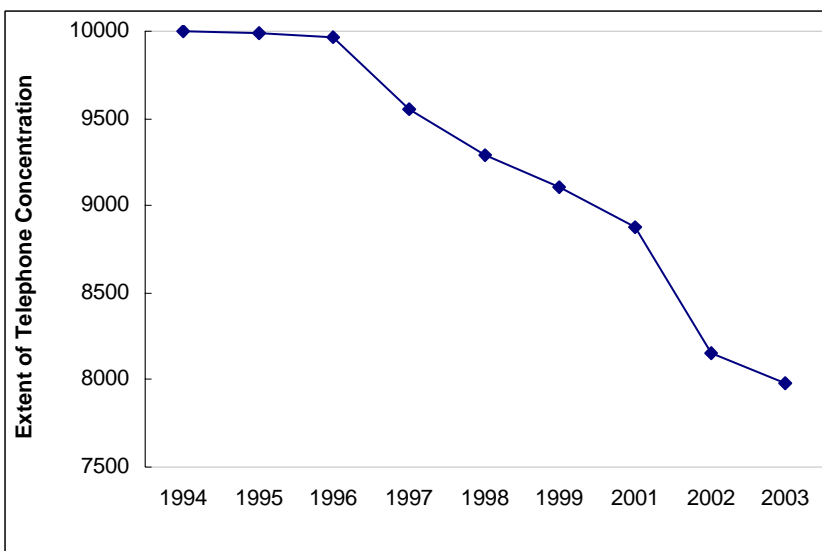
Section: Telephone

Objective: Available Service

Target: 96% of households have telephone service

Notes: In 2003, **96.8% of WA residents had telephone service**, while 97.9% had a phone available. Telephone service is increasingly from mobile wireless, however. The FCC reports that mobile wireless subscribers in WA increased from 2.9 million in Dec 2002 to 3.4 million in Dec. 2003. Data: Dec. 2003 data, reported in June 2004 FCC subscribership report available at: <http://www.fcc.gov/wcb/iatd/lec.html>.

**Measure of competition in WA telephone industry.**



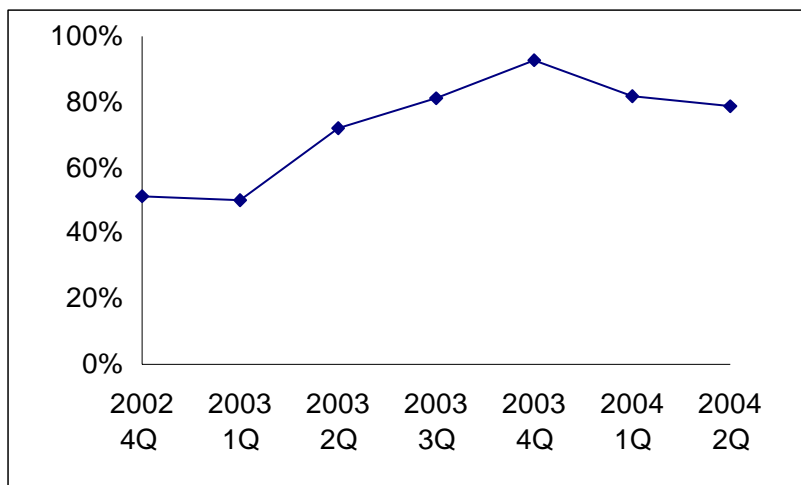
Objective: Customer choice

Target: Increase competition

Notes: Competitive telephone companies (CLECs) continued to gain market share, rising to **11.3 percent of access lines** by Dec. 2003. This change is due to an increase in CLEC lines (from 406,000 to 433,000 lines) and fewer incumbent telco lines (3.554 million lines in 2002, 3.375 million in 2003). The UTC deregulated Qwest's Washington business services in 2003 after finding that business customers had competitive alternatives in every exchange except one. In the measure, a lower number means more competition in the industry, with 10,000 being a perfect monopoly. Data source: FCC, June 2004: <http://www.fcc.gov/wcb/iatd/comp.html>.

## Public Safety Measures Arrows (↑ or ↓) indicate direction of better performance.

### Percent of passenger carriers with a current compliance review



Section: Motor Carrier Safety

Objective: Fair Enforcement.

Target: 100% of passenger carriers have a current compliance review.

Notes: "Compliance Review" is a federal program that determines the safety fitness of motor carriers. A "current compliance review" is one completed within the past 24 months. **In 2003, almost 93% (90 of 97 carriers) had a current compliance review.** Motor carrier safety staff completed the same number of compliance reviews in the second quarter of 2004 as in the first quarter: 11.

### Percent of bus companies re-inspected within four months of receiving a conditional safety rating.

Year	Passenger transporters receiving a conditional safety rating	Of those, number reinspected within four months	Percent reinspected w/in four months
2004 Q2, Q1	1	1	100%
2003	14	9	64%
2002	4	3	75%
2001	6	5	83%
2000	4	0	0%
1999	5	1	20%

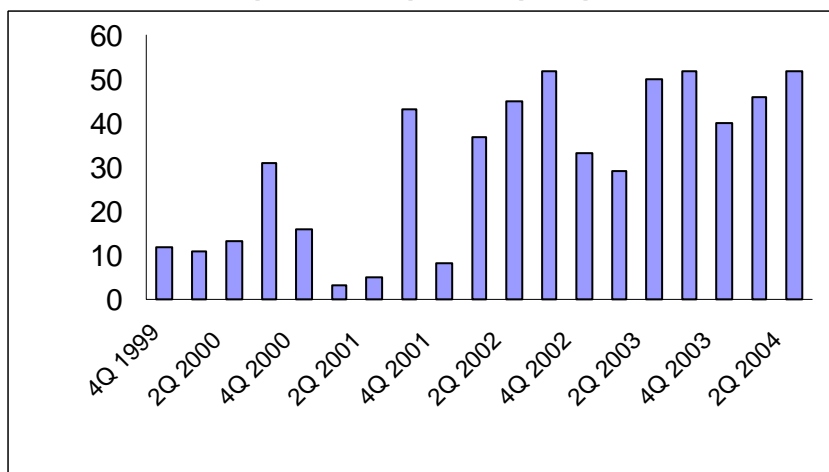
Section: Motor Carrier Safety

Objective: Effective enforcement.

Target: 90% re-inspected within four months

Notes: **Only one bus company has received a conditional safety rating in the first half of 2004.** In 2003, Motor Carrier Safety staff re-inspected as many charter and excursion bus companies as they had in the previous four years. By re-inspecting carriers that have received a conditional safety rating, we ensure that companies make the changes necessary to operate safely.

### Number of carrier profiles requested per quarter



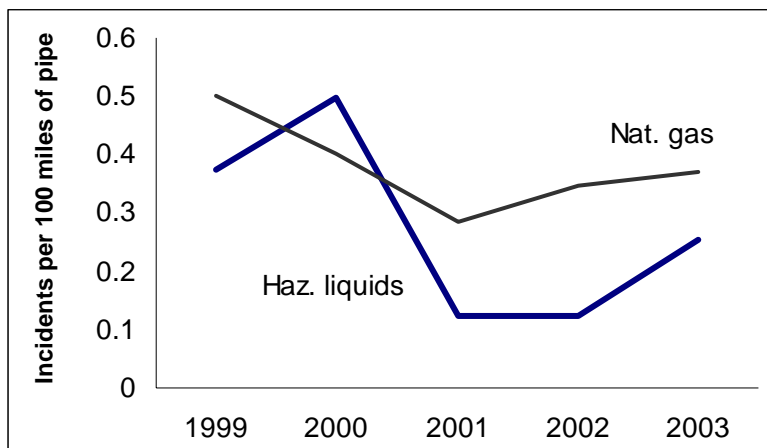
Section: Motor Carrier Safety

Objective : Informed customers

Target: Respond to all requests promptly

Notes: The commission received **52 requests for carrier profiles in 2Q 04.** A carrier profile is an overview of a carrier's permit, insurance status, and safety rating. The number of carrier profiles increased sharply after a rule was adopted requiring school districts to obtain a carrier profile from the WUTC before awarding bus contracts.

### Incidents reported per hundred miles of pipe, hazardous liquids and natural gas



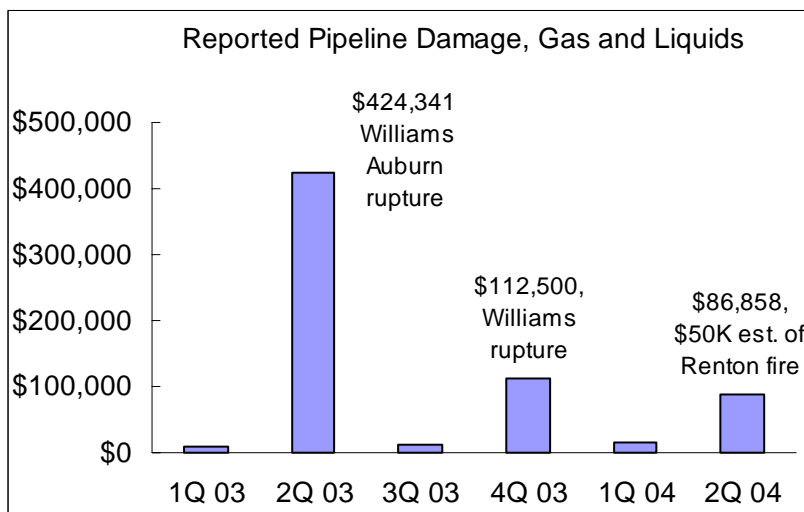
### Section: Pipeline

Objective: Improved public safety - By reducing pipeline incidents, our pipeline safety program should reduce the risk of deaths or injuries.

Target: No incidents

Notes: Washington has 20,728 miles of natural gas pipe and 787 miles of hazardous liquid pipeline. "Incidents" are leaks, ruptures or explosions reported to the UTC. In 2003, there were 77 natural gas incidents (up slightly from 72 in 2002) and two hazardous liquid pipeline incidents (vs. one in 2002).

### Value of property damage caused by gas & hazardous liquids pipeline incidents, quarterly 2003-2004



### Section: Pipeline

Goal: Protect property

Target: No property damage

Notes: **This chart has been redesigned to show quarterly, instead of annual, performance.** 2004 second quarter property damage reflected preliminary estimates of \$50,000 due to Olympic's Renton fire, the first hazardous liquids property damage in six quarters.

	Total Value of Reported Damage
1999	\$4,705,945
2000	\$1,989,343
2001	\$165,248
2002	\$104,984
2003	\$560,789
2004 YTD	\$102,061

### Percent of inspections completed per the calendar-year work plan, quarterly for 2003

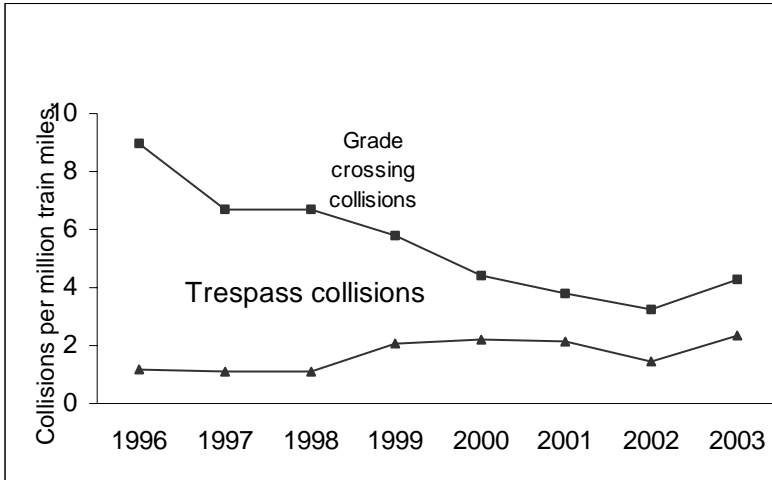
	First Quarter 2004	Second Quarter 2004
Intrastate inspections completed	Target: 10% Actual: 0%	Target: 23% Actual: 2, 15%
Interstate inspections completed	Target: 10% Actual: 0%	Target: 23% Actual: 0%

### Section: Pipeline

Target: Complete all scheduled inspections by the end of the calendar year

Notes: Pipeline staff completed two inspections in the second quarter. Quarterly completions do not give an accurate picture, because Pipeline staff do most inspections in the final two quarters of the year. Pipeline staff achieved their 2003 target of inspecting 100% of Washington's 28 pipelines.

## Grade crossing and trespass collisions per million train miles



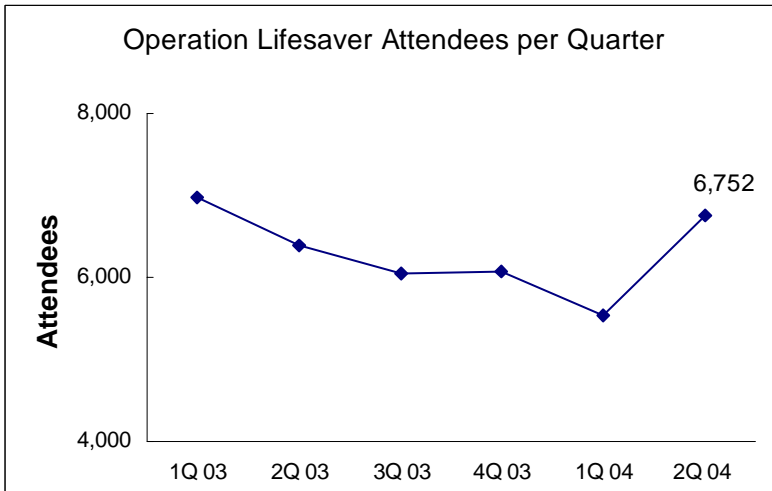
Section: Rail

Objective: Public safety

Target: No collisions

Notes: This measure looks at two types of collisions: those at grade crossings, and those involving pedestrians trespassing on railroad tracks. To account for fluctuations in number of trains, this “normalizes” the data by looking at collisions per million train miles. Both measures increased last year, the first time this has happened since we’ve been tracking data. The UTC has sought legislation for several years to strengthen rail trespass laws.

## Number of people attending Operation Lifesaver presentations per quarter

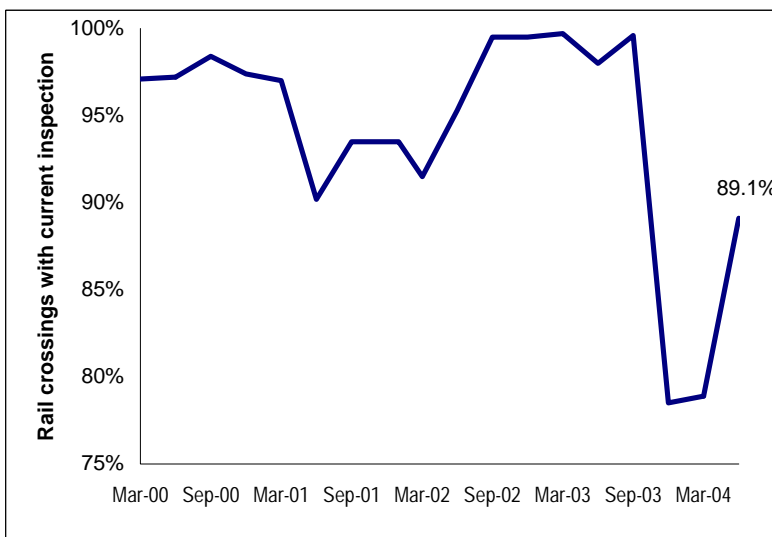


Section: Rail

Objective: Information about hazards is available to the public to reduce injuries at rail crossings.

Notes: Operation Lifesaver is a nationwide program teaching rail safety. Live presentations are the most effective method of instilling the Operation Lifesaver message. **This is the first Balanced Scorecard presentation of this data on a quarterly basis.** Our 2003 total of 27,756 attendees is below our target because we decided to refocus UTC staff from making presentations to organizing presentations using volunteers as presenters, which we believe is a more appropriate UTC role.

## Percent of rail crossings with a current inspection.



Section: Rail

Objective: Fair Enforcement.

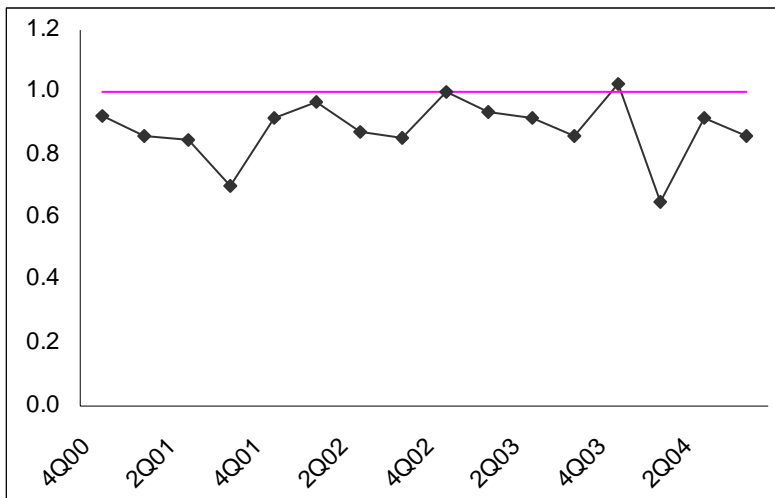
Target: 95% of crossings have current inspection

Notes: 1,453 of Washington’s 1,630 public rail crossings- **89% - have a “current inspection”** (i.e. one completed within the past 18 months.) The percent of crossings with a current inspection dropped under 80% recently due to inspector retirements, position losses, weather, and difficulty getting some spurs inspected in the Tacoma - Seattle area.

## Internal Measures

Arrows (↑ or ↓) indicate direction of better performance.

### Expenditures by month compared to budget, percent.



Section: Financial Services

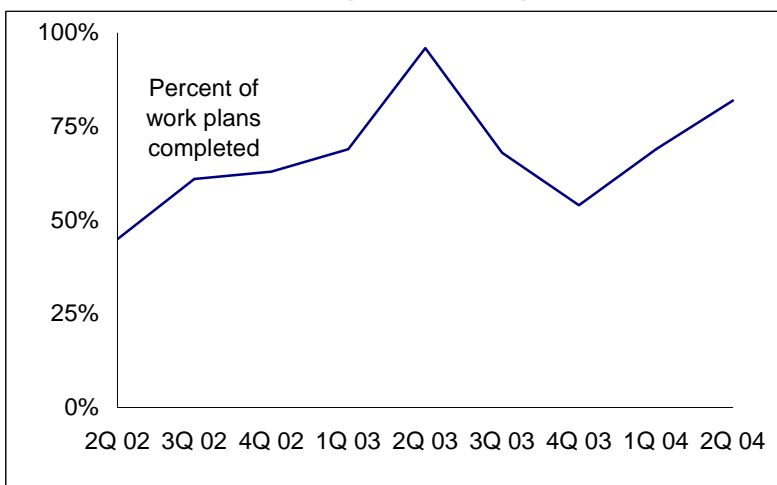
Objective: Effectively manage fiscal resources.

Target : **1.0 or below**



Notes: An important goal for Financial Services is ensuring that agency expenditures don't exceed our budget. We are "living within our means" so far this biennium.

### Percent of staff with completed work plans



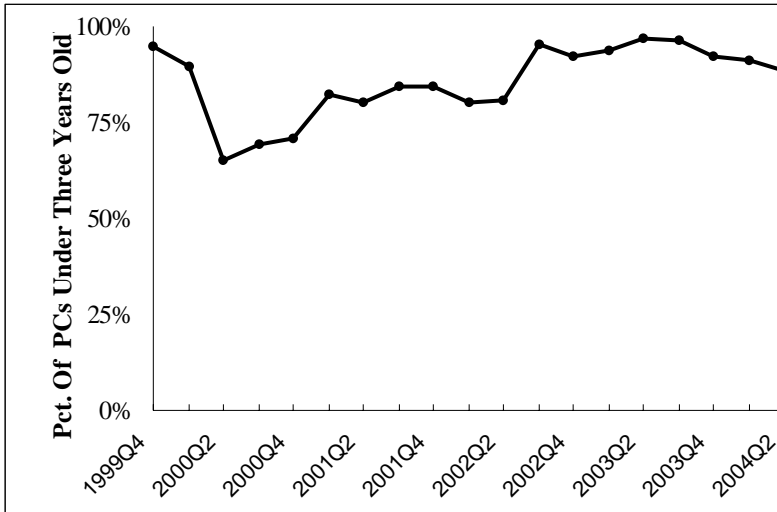
Section: Human Resources

Objective: Highly skilled workforce

Notes: For second quarter of 2004, the result was 82%. This measure, which was in the Chair's 2002 Performance Agreement with Gov. Locke, shows the percent of evaluations that were completed by the deadline each quarter. Our goal is to create career development opportunities that are identified through each employee's annual evaluation and planning process.



### Percent of agency PC's under three years old



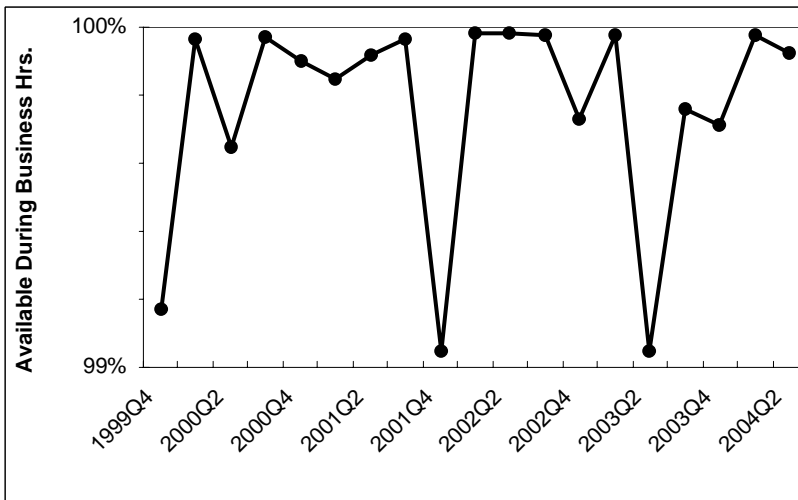
Section: Information Services

Objective: Support work teams

Target : **100 percent of agency personal computers (PCs) under three years old.**

Notes: Personal computers (PCs) must be replaced regularly so Commission staff can run software needed in their work. Three years is an industry average for computer age. Performance dipped slightly this quarter (to 89%) because we have to maintain several older personal computers to run Advanced Revelation databases such as Distribution Manager and Transportation.

### Percent of time network servers are available workdays, 6 am to 6 pm



Section: Information Services

Objective: Support work teams

Target: **99.999% availability**

Notes: This measure shows the percent of time that the Commission's six production servers (i.e. those that run applications used by UTC staff) are available during business hours (6 am to 6 pm) on weekdays. Performance in the second quarter was **99.926%**, down slightly from the first quarter's 99.977 % availability. Just five minutes of down-time on one server will put us below the target for a quarter.